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and Social Development Division

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REPORT OF THE

NATIONAL WORKSHOP ON STRATEGIES FOR EMPLOYMENT GENERATION AND PRODUCTIVITY ENHANCEMENT IN ETHIOPIA

Organized by the Office of the National Committee for Central Planning and ECA
in Collaboration with ILO/JASPA,
The Ethiopian Management Institute and SIDA

(Debrezeit, Ethiopia, 21-23 December 1988)

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ABBREVIATIONS

CHE	Commission for Higher Education
CSA	Central Statistical Authority
DPSA	Development Projects Study Authority
EMI	Ethiopian Management Institute
HASIDA	Handicrafts and Small Scale Industries Development Agency
ILO	International Labour Organization
ILO/JASPA	International Labour Organization/Jobs and Skills Programme for Africa
MLSA	Ministry of Labour and Social Affairs
NGOs	Non-Government Organizations
ONCCP	Office of the National Committee for Central Planning
PSC(CPA)	Public Service Commission
REWA	Revolutionary Ethiopia Womens' Association
REYA	Revolutionary Ethiopia Youth Association
SIDA	Swedish International Development Authority
SSIs	Small Scale Industries
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
WPE	Workers' Party of Ethiopia

PART I

INTRODUCTION

1.1 Background

1. Dramatic increases in levels of unemployment and underemployment have been registered within the African economy since the beginning of this decade. The socio-economic crisis, structural adjustment and the application of recovery measures have caused significant contractions in the growth of African economies, which have, in turn, created serious aggregate demand deficiencies and made it difficult for the labour supply to be absorbed. But human resources policies being pursued in many African countries as well as certain institutional regidities must also share the blame for the worsening unemployment problem. The employment problem has caused great financial and psychological strain on those affected and is threatening to disrupt society in many urban centres.

2. The situation has been of grave concern to most African governments and to the international community. The International Conference on the Human Dimension of Africa's Economic Recovery and Development which was held in Khartoum, Sudan, in March 1989 agreed that every indicator of human development, including employment and poverty-alleviation had indicated a continuous worsening of the situation since 1980, and called for a "human-focused approach to socio-economic recovery and development". In like manner, the Third ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, meeting in Khartoum, Sudan, in March this year, endorsed the findings, conclusions and recommendations of the International Conference and went further to agree on a set of measures that should be taken by African governments to arrest the persistent declines in conditions of human wellbeing within the continent.

3. In the area of human resources utilization, the Ministers called for employment-generation policy measures to be focused on the stimulation of growth in the urban informal and rural sectors of African economies to reach target groups such as unemployed youth and women workers in the rural areas. They also recommended that efforts should be intensified to align macro-economic and sectoral development policies with the need for employment creation. To do so would require some institutional reform and development and a fuller participation of a wider range

of government institutions in employment policy formulation and plan implementation. The Executive SSecretary of ECA was requested to assist African governments in their efforts to implement the recommendations of both the International Conference on the Human Dimension of Africa's Economic Recovery and Development, and the Third Conference of Ministers Responsible for Human Resources Planning, Development and Utilization.

4. This workshop was organized in response to that request.

1.2 The Problem

5. In Ethiopia, rapid population growth, coupled with slow economic expansion over the years have exerted heavy pressures on government for the provision of employment to a growing labour force. The recent drought worsened the problem of unemployment in agriculture and propelled the drift of manpower to urban centres. This further complicated the unemployment situation in the formal wage sector of the Ethiopian economy whose growth over the years could not keep pace with the growth of the wage labour force and has thus been unable to absorb more than a small fraction of job-seekers.

6. Studies conducted by the Ministry of Labour and Social Affairs have identified several hundreds of thousands of registered unemployed persons in 1986 out of the total urban labour force. If present trends continue, it is estimated that urban unemployment will affect about 1.3 million workers or 55 per cent of the urban labour force by the year 2000.

7. 64.3 per cent of those unemployed at present have had some amount of education at public expense while 6.1 per cent have attained university level. The problem of educated unemployment is rather serious, and is projected to worsen considerably over the years. yet alongside this phenomenon, there exists a fairly significant vacancy rate as well as an appreciable level of expatriate employment. The Ministry of Labour and Social Services identified 5787 expatriates working in the public services in 1983. There is no reason to believe that this reliance on imported expertise has been reduced over the years. The co-existence of high expatriate employment with high rates of educated unemployment indicate skill mismatches which the Ethiopian education and training systems must endeavour to correct.

8. The Government of the People's Democratic Republic of Ethiopia is conscious of the existence of the unemployment problem and the strong likelihood of its being aggravated over the coming years. A number of measures have been initiated to reverse the trend and put in place effective policies for employment creation, manpower development, and education and training.

1.3 Objectives

9. The workshop was organized in order to contribute to the national effort to seek lasting solutions to the unemployment and low productivity problems of Ethiopia.

10. The objectives of the workshop were:

(a) To identify socio-economic and institutional bottlenecks that have constrained employment growth in the Ethiopian economy.

(b) To examine education and training programmes with a view to proposing how they can be made more relevant to Ethiopia's development needs and priorities, and more amenable to producing a larger number of employable skills.

(c) To propose strategies for employment creation and productivity enhancement, and for increasing the labour absorptive capacity of the private and informal sector.

(d) To identify ways and means of strengthening institutional support for employment planning and the monitoring of plan implementation.

1.4 Participation

11. Workshop participants came from Ministries of Labour and Social Affairs, Education, Industry, Agriculture, Construction, State Farms Development, Coffee and Tea Development, Transport and Communications, Finance; Higher Education Commission, Science and Technology Commission as well as REYA, REWA, Ethiopian Peasants Association, Ethiopian Trade Unions Association, Chamber of Commerce, the Central Statistical Authority, Workers' Party of Ethiopia, Office of the National Committee on Central Planning, the Ethiopian Management Institute, HASIDA and Civil Service Commission. UNDP, ILO AND SIDA attended in an observer capacity.

1.5 Workshop Themes

12. The workshop conducted its deliberations around the following themes:

(a) Policies, machineries and programmes for employment generation;
(b) Improving the effectiveness of employment planning and labour administration institutions;
(c) Strategies for improving worker productivity;
(d) Strategies for improving the labour-absorptive capacity of the private and informal sectors;
(e) Training programmes to correct skill imbalances.

Resource Persons

1. Mr. Crispin Grey-Johnson
2. Cde. Getachew Minas
3. Cde. Newaye Zera Yohannes
4. Cde. Urgessa Bedada
5. Cde. Ababe Birhanu
6. Cde. Seleshi Eneyew
7. Cde. Iyob Tesfu
8. Cde. Worku Bulto
9. Cde. Girma Hunde
10. Dr. Asrat Teferra
11. Prof. M. Kabaj

PART II

CONCLUSIONS AND RECOMMENDATIONS

13. Unemployment has reached unprecedented proportions in Ethiopia and ought to be attached at the root. The following are being proposed by way of measures for combatting the problem.

14. The significant expansion of small-scale industrial activities holds the key to the induction of rates of economic growth which would have an impact on employment creation. Even though the public sector has the responsibility to provide the necessary support for undertaking small scale industrial activities, the role of the private sector should not be undermined. Therefore, in order to allow the private sector to be able to live up to that role it is RECOMMENDED that:

(a) Clear and appropriate policy guidelines on small scale industries and private sector activities be formulated and incentives be provided to entrepreneurs to induce them into making the appropriate investments. These incentives may come in the form of:

(i) tax benefits such as holidays, etc.,
(ii) guaranteed supply of raw materials;
(iii) export promotion;
(iv) banking and other financial institutional support;
(v) management training;
(vi) the provision of management consultancy services;
(vii) opportunities for reinvestment of profits;
(viii) protected markets for goods produced against external competition.

(b) The production of light consumer goods should, to the extent possible, be assigned to formal and informal small-scale operators;

(c) HASIDA should be strengthened in the following ways to enable it catalyse the growth of the small-scale industry sector:

(i) provision to it of the staff required to make it function efficiently and effectively;
(ii) provision of the requisite organizational, financial and other resources to guarantee success in its functions.

15. One of the factors that contributed to the depressed demand for labour in Ethiopia is the choice of technology. The technology used in recently established manufacturing industries was found to be too capital-intensive to serve as a significant stimulant of the labour demand. Most assistance packages that had a technology component often imposed upon the government, inappropriate and capital intensive technologies that had little or no impact on employment. It is, therefore, recommended that:

(a) A unit be created in the Science and Technology Commission to:

(i) scrutinize all proposed assistance packages and technologies being imported into Ethiopia for their employment generation potentials;

(ii) on the basis of its findings, advise the appropriate arms of government as to whether or not to accept the offer of assistance or import the technology;

(iii) prepare guidelines on the forms of technology to be brought into Ethiopia and ensure a strict adherence to them;

(iv) conduct periodic evaluation of the impact of its activities on employment creation in the Ethiopian economy.

(b) An inter-ministerial committee be set up to advise government on technology policy, drawing its membership from the ONCCP, Ministries of Finance, Industry, Labour, Agriculture, Construction, Transport and Communication, NASIDA and the Science and Technology Commission.

(c) Project selection criterion include employment generation as an objective.

16. The low levels of savings and investments within the economy is another major bottleneck to employment creation. In view of the major role, a rational investment policy could play in stimulating employment creation, it is recommended that efforts be intensified to raise the level of domestic savings and reinvestible surplus within the economy by:

(i) increasing workers' productivity and income and thus the national propensity to save;

(ii) creating appropriate incentives for entrepreneurs in the private sector to reinvest their profits within the economy;

(iii) infusing greater confidence in the banking sector so as to attract greater private savings, and encourage investment;

(iv) drawing up an investment policy that would attract both domestic and foreign investors.

17. Unemployment among youth, particularly the school leavers is at present quite severe and will definitely worsen over the years unless pre-emptive measures are embarked upon. Consequently, it is recommended that:

(i) a special youth employment programme be instituted to create jobs for young school leavers in agriculture, the informal sector and small-scale industries;

(ii) Ethiopians seeking employment on bi-lateral or individual arrangements should be encouraged and assisted, and to this end, employment bureaux be strengthened;

(iii) the present educational curriculum that makes students aspire for white collar jobs be reformulated such that it instills the love for work in general and changes the attitudes of young graduates;

(iv) school leavers seeking further education abroad privately be encouraged and assisted.

18. Present inadequacies are having an unfavourable effect on productivity growth in the Ethiopian economy. Since the growth of productivity is essential to an appreciable rate of growth of employment, it is recommended that:

(i) steps be taken to improve management skills both in the public service and in the state owned enterprises, by intensifying management training for top-level and middle-level managers and supervisors;

(ii) more incentives be accorded to managers, and the policy barring employees receiving 650 birr and above, from receiving money incentives should be reviewed;

(iii) the internal consultancy units in ministries be strengthened to enable them work out management parameters, work norms, resource utilization, etc.

(iv) a greater degree of independence and autonomy should be accorded to managers in public enterprises in matters such as planning, budgeting, target-setting, recruitment, and operations.

19. A good amount of unemployment is frictional meaning that the skills being offered to employees are not those they require for the jobs to be done. This type of imbalance can be corrected through training and skill upgrading. It is recommended that:

(i) the Manpower Planning Department of ONCCP in collaboration with the Ministry of Labour and Social Affairs and the Ministry of Education should put in place a mechanism for anticipating and assessing skill needs of the economy with a view to providing training intervention in a timely manner;

(ii) night school intake policy should be rationalized by using this facility for the retraining and skill upgrading of the present labour force, such that its quality could be comparable to the regular programmes;

(iii) employing agencies being the end users of the skills being produced within education and training systems should be make to participate in and contribute to training by providing resources for training, and review and design of curriculum;

(iv) since there is, at present, no legal provision binding employing agencies to such training, an internship or apprenticeship act should be promulgated by government.

20. Institutions of government, in terms of both structure and infrastructure, can by their performance and interaction become more effective agents of employment creation. The present institutional arrangements can be improved upon in a manner that would conduce to promoting employment. It is, therefore, recommended that:

(i) ONCP should be strengthened in terms of more staff and financial resource allocations to render it more efficient in its employment planning function;

(ii) In like manner, the Ministry of Labour and Social Affairs should equally be strengthened so that it is better equipped to carry out its surveys, data collection and analysis functions;

(iii) A manpower planning unit should also be set up in the Public Service Commission to undertake more efficient staff planning exercises for the civil service. Manpower and employment planning units shoud also be set up in other ministries, authorities and organizations;

(iv) The employment exchange centres should be increased and significantly strengthened so that employment market management is done more efficiently through them;

(v) The directive contianed in the ten year perspective plan that a Ministry of Manpower and Employment should be created, ought to be implemented without any further delay;

(vi) Meanwhile, an effective co-ordination machinery between ONCCP, MLSA, and the Public Service Commission should be created to co-ordinate the employment generation efforts of government.

21. Certian interventions of a purely policy nature could have a significant impact on employment creation. Accordingly, it is recommended that:

(i) Mass organizations should be recognized for their potentials to create employment through popular participation in production and through their involvement in labour-intensive production schemes. Government should exploit this potential in them as a strategy for increasing employment levels particularly in the peasant associations and the co-operatives;

(ii) Government should harness the existing capabilities for endogenous technology development as a means of developing local technology capacity in a manner that would make these capacities exploitable for employment creation;

(iii) Government should create an employment promotion fund which would:

(a) Create labour intensive jobs in small-scale industry, the informal sector, co-operatives and the services sector;

(b) Train workers in order to increase their efficiency and skill levels, and make them more productive on the job;

(c) Provide other forms of indirect support for employment creation and productivity enhancement (e.g. transport, housing, schooling, etc.).

(iv) The proposed fund should be managed by the Ministry of Labour and Social Affairs;

(v) The assets of the fund should be built up by a certain per cent of government's capital budget and from the national financial institutions.

22. Productivity increases beget employment growth. It is, therefore, important that conscious steps be taken to increase worker productivity in all sectors of production. To this end,

(i) The informal sector which is a significant labour sponge should be assisted financially and materially to expand its operations and become more productive without losing its "informal" character;

(ii) Public enterprises should be allowed to set for themselves, in consultation with supervisory bodies, their own productivity and production targets;

(iii) The present national incentives scheme should be reviewed to incorporate additional elements such as suggestion schemes, bonus schemes, participation funds, etc. in order to motivate the work force;

(iv) It is strongly recommended that a national productivity council be established and productivity improvement committees be set up for the various sectors of the economy.

PART III

SUMMARY OF PROCEEDINGS

3.1 Opening

23. The Chairman of the session, Cde. Getachew Minas, welcomed participants and guests to the opening session of the national workshop on "Strategies for Employment Generation and Productivity Enhancement in Ethiopia".

24. He observed that one of the scourges of our time is the growing problem of unemployment. He noted that it is a global, all pervasive problem which requires global, all-embracing solutions. Both internal and external factors were responsible for bringing about this undesirable situation. Therefore, the search for solutions should also be directed at both levels.

25. Cde. Getachew then reminded the gathering of the background to the workshop, as well as the objectives which it would seek to attain and the outcomes to be achieved. He then invited Cde. Shimelis Adugna, member of the Central Commitee of WPE and Minister of Labour and Social Affairs to address the participants.

26. In his address, Comrade Shimelis welcomed all the participants to this National Workshop on Strategies for Employment Generation and Productivity Enhancement in Ethiopia organized by ECA in co-operation with ONCCP, ILO/JASPA, EMI, SIDA and the Ministry of Labour and Social Affairs. He expressed his confidence that the workshop would review some of the existing activities related to employment promotion and productivity enhancement and identify major policy issues which were pertinent to the African situation.

27. He noted that Africa was caught in the grips of a most worrying situation of unemployment, underemployment, rapid population growth and slow economic growth mainly as a result of the disoriented world economic order. Hunger, disease, ignorance and conditions of extreme poverty characterized the lives of most of the people. The recent drought which severely affected more than 30 countries in Africa had led to the dislocation of people from their normal habitat and to mass migration to urban areas.

28. Among the many problems that deserve serious attention in Africa were the sharp deteriorations in the region's employment situation and the growing impact of the

demographic tide on labour supply. These problems could only be tackled if the objectives of overall development effort were geared towards employment generation. As a high proportion of the increasing labour force was dependent on agriculture, the promotion of employment in the agriculture sector and related fields would undoubtedly make a significant contribution towards the alleviation of the problem.

29. Rural development strategies which focus on peasant agriculture and labour-intensive agro-industry would, therefore, provide a strong basis for increasing the absorptive capacity of the manpower which is found in abundance in the ruarl areas. Non-formal activities in rural areas could also be a major source of employment. Once again, the development of a policy package aimed at supporting such development activities and projects would be extremely helpful.

30. The levels of labour productivity in African countries were very low mainly due to the low level of skills, inadequate management systems, poor marketing practices and inappropriate government policy. In addition, he said, a dilemma, was being created by the desire to expand educational opportunities without making adequate provisions for matching the output from the educational institutions with the needs of the economy both quantitatively and qualitatively.

31. Cde. Shimelis observed that the majority of the population in Africa, earned their livelihood from agriculture which employs about two-thirds of the regional labour force who are mainly small-scale farmers. These farmers have hardly any access to government support such as extension services, credit schemes, fertilizers, improved seeds and improved implements. As a result, poverty, underemployment and low productivity were still among the major characteristics of the rural economy of almost all African countries.

32. At the national level, he said, some of the measures to be taken to improve the levels of labour productivity and employment generation include giving more attention to the traditional small-scale agricultural sector in order to improve the productivity of the farmers in the rural sector.

33. Within the regional context, measures should be adopted to enhance the level of co-operation in human resources development that are found to be valuable in combating the unemployment situation. The potential contribution of women to production in many developing countries had been fully exploited, therefore, African

countries should commit themselves to some level of basic education for all their citizens especially for women for long-term improvement in productivity not only in agriculture but also in other sectors of the economy.

34. Adequate resources should also be allocated for training. All training programmes should be designed to meet the specific needs and realities of the respective countries. Training institutions should be motivated to solicit the views of the users with regard to programmes and curricula formulation and the new methods to improve the quality of training. The institutional framework and the incentives system for on-the-job training should be attractive. In line with the Lagos Plan of Action, schemes should be undertaken to encourage self-employment or to improve existing self-employment schemes. Preference should be given to irrigation technology that utilizes available labour and other resources at moderate cost.

35. Cde. Minister then went on to give some information on size of population, growth rate, labour force, economic growth rate, etc. in Ethiopia.

36. Since the eruption of the popular revolution in 1974, attempts had been made to restructure the economy of the country in line with socialism. The agricultural sector, he said sustained the majority of the population and had, therefore, been given the highest priority in terms of investment. Today, over 5 million farmers had been organized into peasant associations which had become focal points for the total economic, political and social transformation of the rural sector.

37. Although the public sector played an important role in the manufacturing sector, the absorbtive capacity of the private sector for employment should not be ignored. Measures had been taken to improve the performance of the private sector. An agency (handicraft and small-scale industries development agency) had been established within the Ministry of Industry to cater to the needs of small-scale industries. Employment opportunities created within this sector he said were quite promising.

38. For the improvement of the quality of human resources, the literacy campaign which was launched ten years ago and which had won international recognition had liberated millions of people from ignorance. Moreover, changes were being made in the educational curricula in accordance with the needs of the country.

39. Cde. Shimelis said that the third phase of the Ten year Perspective Development Plan had clearly laid down a set of policies, strategies and targets with respect to manpower, employment and productivity. Some of the major objectives included in the plan covered the generation of new employment opportunities, raising the level of productivity and developing the capability of the working population.

40. Finally, Cde. Shimelis urged participants to come up with recommendations of practical strategies which would ameliorate the unemployment situation of the African continent in general and that of the PDRE in particular.

41. He thanked the ECA, SIDA, the ILO and the Ethiopian Management Institute which co-sponsored the hosting of the workshop and congratulated all individuals and groups who contributed to the organization of this workshop. He then assured participants of the full co-operation of the Ministry of Labour and Social Affairs in promoting the objectives of the workshop. He then declared the workshop open.

42. After the opening address by Cde. Shimelis Adugna, the Chairman, Cde. Getachew thanked the speaker for his inspiring address.

43. Thereafter, the Chairman called upon Dr. Sadig Rasheed, Director of ECA's Public Administration, Human Resources and Social Development Division, to address the National Workshop. He delivered an address on behalf of the Executive Secretary of ECA.

44. In his opening remarks, Dr. Sadig Rasheed, said that ECA was honoured to have been invited to participate with the Government of the People's Democratic Republic of Ehtiopia to mount this workshop whose outcome would hopefully propose workable strategies for resolving the unemployment problem within the Ethiopian economy.

45. He said that it was at the ECA Conference of Ministers Responsible for Human Resources Planning, Development and Utilization, which was convened in Khartoum, Sudan in March 1988, that governments of member States of the region decided to take individual steps at the national level, and collective actions at the regional and sub-regional levels, to address the unemployment issue as a top-most priority, and as a matter of urgency. The International Conference on the Human Dimension of Africa's Economic Recovery and Development, which also took place in Khartoum, came out with the Khartoum Declaration in which African governments agreed to accord the highest priority to employment creation in their planning endeavours.

46. This workshop, he said, was a most commendable effort by the Government of the People's Democratic Republic of Ethiopia to translate its commitment to employment creation into action measures on the ground.

47. The African people, he said, were endowed with a great strength and resilience which every government must recognize as an invaluable resource, which should be channelled towards development ends. Governments of the region must free the space for the African to unleash his latent strength, inventiveness and ingenuity to take effective control of the economic and physical environment and spearhead socio-economic development on the continent. The worker must be provided with the opportunities to engage in the production of goods and services within problem-solving settings and without unreasonable restrictions of any kind, so long as his activities are not inimical to the common good.

48. He said that conditions for gainful employment and for production had been rendered difficult throughout the continent, bringing about massive unemployment, increased underemployment and greater poverty for millions of Africans. It was now the individual and collective responsibility of governments of this continent to embark upon those policies, and programmes that would reverse, permanently, these dangerous social trends.

49. Finally Dr. Rasheed said that the issues to be addressed at this workshop were those that were central to the concerns of most governments of the region in their search for solutions to the unemployment problem. He hoped that the recommendations that would emanate from the deliberations would provide a firm basis from which the authorities concerned could proceed to institute measures that would bring hope and gainful and productive participation in the development process to those unemployed, and guarantee that coming generations of Ethiopians would not have to face the threat of remaining in unemployment for unduly long periods of time.

50. He wished participants success in their deliberations.

51. The Chairman then called on Mr. Mpyisi to address the workshop.

52. In his statement, Mr. Mpyisi stressed the great importance the ILO and JASPA attached to the workshop, first, because it was held at a particularly difficult time for the African Region in general and for Ethiopia

in particular. Second, because it followed so soon after the national workshop on "Population and Youth in Relation to Education and Employment" which was held in June 1988 at Addis Ababa. Mr. Mpyisi expressed his hope that this workshop would be able to build further on the conclusions reached during the June workshop.

53. Mr. Mpyisi went on to highlight the major aspects of the social and economic crisis that has beset the African countries since 1980. He mentioned the five main labour market adjustments which had taken place since, namely (i) the substantial decline in real wages; (ii) the faltering growth in wage employment; (iii) the growing incidence of unemployment; (iv) the increasing labour absorption in the informal sector; and (v) the improving prospect for rural employment.

54. Mr. Mpyisi continued by emphasising the need for urgent action and wide-ranging policy reforms. Unless employment featured prominently among the development objectives, he said, chances would be that the endemic problems of poverty and unemployment would become overwhelming in the foreseeable future.

55. One of the ways by which to accelerate the growth of employment in the Ethiopian economy would be the establishment of an Employment Promotion Fund. He further observed that the Ministry of Labour and Social Affairs and the ONCCP would have an important role to play in the field of programming and elaborating employment promotion and the co-ordination of other line ministries, central and local authorities.

56. He concluded by saying that the ILO stood ready to assist in this endeavour. Already, the ILO and JASPA had made a series of project proposals with a view to addressing the growing unemployment issue in the country. In particular, he mentioned the project on Youth Employment Promotion and the survey on youth in urban Ethiopia; the three special public works programmes; the food-for-work, development and rehabilitation programme; the co-operative projects and the manpower statistics and labour market information project. He expressed the hope that the workshop would be able to move close to the practical solutions to Ethiopia's growing unemployment problem.

57. The workshop then considered the daily work programme which is attached to this report as Annex I and adopted it.

3.2 Strategies for Employment Generation and Productivity Enhancement in African Countries: Issues for Consideration

58. During the second session, the Workshop heard a presentation by Mr. C. Grey-Johnson of ECA on "Strategies for Employment Generation and Productivity Enhancement in African countries: Issues for consideration". Mr. Grey-Johnson started by observing that the employment problem was affecting all African countries today, including Ethiopia. If present trends continued, the number of unemployed in Africa would increase from 22 million at present to between 25 and 35 million by the end of the century. He went on by giving some of the salient characteristics of the unemployed population, namely that they were predominantly young people and relatively well-educated. So far, he said, unemployment had been essentially an urban phenomenon, but rural unemployment was fast emerging as a new problem on the African labour market.

59. The speaker pointed out that the employment problem was not limited to open unemployment, but that under-employment was also extremely worrisome. It affected some 40% of the work force, both in the rural and informal labour markets. If present trends continued, under-employment would affect some 60% of the African labour force by the year 2000. Unemployment and under-employment, he continued, were two sides of the same coin. Hence, raising productivity should be as important an objective as reducing unemployment.

60. Mr. Grey-Johnson recalled that the ECA had already warned in 1983 that an employment crisis was looming in the region. At that time, many observers considered the ECA as playing the role of prophets of doom. Today, however, most governments have acknowledged that there is a serious and growing employment problem, and unless dramatic reforms are initiated immediately the situation could become overwhelming in the foreseeable future.

61. Since economic growth alone will not be a sufficient condition to solve the colossal employment problem, the speaker stressed the need for effective and adequate government interventions. However, the record so far had been rather disappointing. Much efforts had been made to create temporary employment schemes while too little had been done for the creation of permanent jobs. Furthermore, the realities of the African labour markets had been assessed incorrectly. A greater share of the efforts had been focused on the modern sector which now

employs on the average not more than 8 per cent of the regional labour force. Instead, Mr. Grey-Johnson observed, the key to solving Africa's employment problem would have to be found in the agricultural and informal sectors.

62. The speaker further raised the issue of education for the world of work. All too often, the education system produced unemployable youth who prefer white collar jobs to manual or technical work. The mismatch between supply and demand on the African labour markets explained the paradoxical situation whereby high unemployment rates co-existed with high vacancy rates. Hence, there was a need to reform the education system and curricula, because the training system was unable to correct skill imbalances produced by the education system.

63. He further stressed the need for institutional reform when it comes to the employment issue. Responsibilities in this field were diffused and scattered over many ministries and government agencies because of lack of focus and lack of co-ordination. The role played by the Ministry of Labour is usually inadequate to tackle the problem. He suggested that African countries should create ministries of employment instead.

64. He concluded the presentation by spelling out four main options for future action. First, the concept of integrated rural development should be revived and effectively implemented. The construction of dams, feeder roads, small-scale irrigation schemes, social infrastructure, etc. represent a conducive way of creating the millions of new jobs required, and increasing productivity. Second, the environment for micro-entrepreneurship in the informal sectors should be made more enabling. The sector should be made more productive without formalising its informal characteristics. Third, the private urban-based sector should be encouraged as far as possible. The red-tape, which has traditionally frustrated private initiative, should be reduced to the minimum. Finally, capital intensive modes of production and investment in Africa, should be avoided. Instead, the capability of assessing the employment effects of investment programmes should be strengthened with a view to maximising the quantitative employment impact of each unit of investment.

65. In the discussion that followed, participants concurred with the issues identified by the presenter and raised a number of points for clarification or addition to the list of concerns.

66. The main weakness of African Governments in their attempts to grapple with unemployment was that they tended to be reactive rather than pro-active in their response to it. Thus while unemployment reduction may feature very prominently among official development policy priorities, hardly any effective mechanisms, programmes or strategies were put in place to translate this policy priority into action measures that would have an impact on employment creation.

67. In addition the initiatives taken to provide temporary unemployment relief through projects such as special public works programmes, food-for-work schemes etc., were hardly ever followed through in a manner that would lead to the creation of opportunities for the generation of permanent employment. One reason for this was a failure to conceive employment generation within macro-economic development policies which would relate monetary policy, interest rate policy, exchange rate policy, investment or fiscal policies being implemented to their employment effects within the economy.

68. The external economic environment should also be investigated for its effects on the potentials of African economies to generate appreciably higher levels of employment. Measures should be taken to ensure that the debt burden and debt servicing obligations of Governments do not negatively affect domestic employment-generation capacities.

69. Finally, it was observed that in a bid to promote employment, many governments settled for easy options which tended to sacrifice productivity at the expense of higher employment levels. Since the two were closely linked, Governments were urged to endeavour to pursue both objectives without, in the process, negatively affecting either.

3.3 Position Papers

70. After the presentation by the representative of ECA, position papers were presented by the ONCCP, Ministries of Labour and Social Affairs, and Education. Cde. Neway Z. Yohannes from the ONCCP presented the position paper on "Employment Generation and Productivity Enhancement in Ethiopia".

3.3.1 Office of the National Committee for Central Planning

71. Cde. Neway introduced his paper by stating the principal cause of unemployment and underemployment in Ethiopia. Although Ethiopia is one of the least developed among the developing countries, the considerable achievement made after the 1974 popular revolution is well known. He highlighted the achievement made in the educational field such as the literacy campaign, primary school enrollment and the tremendous gains registered in sectors such as health, and other social infrastructure.

72. Cde. Neway also gave a brief review of economic performance in recent years, showing that growth was not impressive.

73. He spoke on the institutional capacity and capability to fully utilize the capital budget earmarked for projects in the plan period. During 1979/80-1986/87 only 66% of the budget was utilized.

74. He also examined the level of employment created by public sector institutions which over the last nine years provided an average of 26 thousand permanent jobs annually.

75. He said that the need for closer cooperation between educators and employers, and vocational and technical schools should be reorganized and geared to the needs of the employers. The schools' excess capacities should also be used for purposes of retraining and to avoid or narrow skill imbalances.

76. Cde. Neway also stressed the problems and constraints on employment planning by stating that the plan did not cover the private sector of the economy where most of the urban labour force were believed to be engaged. Studies and surveys were given less prominence among the other planning activities; lack of qualified personnel in the national manpower and employment planning system affected efficiency negatively; planning and programming units of the various ministries and agencies which are supposed to be able to provide the necessary information were ill-staffed.

77. Cde. Neway concluded his presentation by making the following recommendations.

78. In order to reduce unemployment and increase productivity, it is recommended that the following actions be considered.

(i) Accelerating economic growth, through the expansion of small-scale industries.

(ii) Greater support for significantly expanding the private sector.

(iii) The implementation of policy with regard to selection of projects which are more labour-intensive.

(iv) The designing of programmes for the implementation of the policy on apprenticeship training.

(v) The strengthening of the capability of manpower and employment planning, establishment of units at all levels to make the planning, development and utilization of manpower more efficient.

(vi) Due support for studies and research.

(vii) The mounting of special training programmes to give employable skills to the unemployed.

(viii) Curricula interventions to inculcate among the young, a preference for self-employment.

(ix) The mounting of a special programme of training for manpower and employment planners.

79. Measures to increase labour productivity require that:

(i) The policy directives on labour productivity given by the Party be urgently implemented.

(ii) The introduction of money incentives according to the amount of work performed should be seriously considered.

(iii) Pricing policy for the farmers should be reviewed.

(vi) The capability for productivity measurement within the Ministries of Planning and Labour should be significantly improved.

(v) Management deficiencies which affect worker productivity should be identified and corrected.

80. After the presentation, the Chairman called upon the representative of the Ministry of Labour & Social Affairs to present his position paper.

3.3.2 Ministry of Labour and Social Affairs

81. Cde. Urgessa Bedada highlighted some of the efforts made by the Government of the PDRE in search of solutions to the unemployment problem.

82. The problem of unemployment has become an international issue today and all countries have begun to seek solutions to reverse this trend. There is no country in Africa today which has not taken up this issue. The problem of unemployment has gained international recognition and seems to occupy the major agenda of national, regional and international conferences. Accordingly, this is the second time to organize a national workshop in Ethiopia dealing with employment related matters.

83. The Ministry of Labour and Social Affairs is entrusted with the implementation and supervision of Labour Proclamation 64/1975. According to the provisions stipulated in the law, the Ministry performs the duties of registering job seekers, vacancies and effecting placements on the basis of vacancies reported from employers both in the public and private sector through its 35 employment exchange offices. Employment effected in the civil service administration is supervised by the Public Service Commission.

84. As pointed out earlier placement activities are performed by two separate institutions (Ministry of Labour and Social Affairs and Public Service Commission). Hence it is quite evident that the employment statistics generated from the Ministry of Labour and Social Affairs is partial. Furthermore, since comprehensive surveys have not been conducted on a continuous basis, it is difficult to know the exact size of unemployment. Thus our analysis mainly depend upon the limited data secured from the results of occasional sample surveys and from employment exchange activities. Inspite of the data limitations we still feel that employment exchange statistics can serve as a good indicator of unemployment situation in Ethiopia.

85. According to the data obtained from the various employment exchange offices, the total number of registered unemployed during 1978/79-1986/87 stood at 715,065 persons of which 400,000 (65%) were between the ages of 18-29.

Placement effected during these specified years show that of all registered job seekers only 18.76% have obtained placements. Vacancies reported during these years were only 213,584 about 35% of total registrants. It has been difficult to fill some of the vacancies by job seekers for they required specific skills which were non-existent among the registered unemployed.

86. In terms of industrial classification, placements effected during those years indicates that 33.4% was in manufacturing whereas 17.5% and 12.7% were in service and agriculture respectively.

87. Recently placement of college graduates has also begun posing some problems. Eventhough college graduates are centrally allocated to different institutions, demand for certain disciplines in Social Sciences has begun to decline dramatically. This is a clear indication of the limited capacity of wage employment.

88. The root cause of unemployment is attributed to several factors of which slow economic growth, weak human resources planning, poor educational system, unbalanced population growth and external economic disorders are the major ones just to mention a few.

89. Within the limited supply of wage employment in the modern sector, it has now become clear that unemployment problems cannot be solved by solely designing strategies of employment creation within this sector. Emphasis must be made to encourage self-employment which can guarantee jobs for a number of individuals. Towards this end, the major objective of training should be to develop and equip people before or during their entire working life with income-generating skills. Training should enable people to fully utilize their creative abilities.

90. So far, the Peoples Democratic Republic of Ethiopia has paid particular attention towards the solution of the unemployment problem. Short and long run strategies and programmes are envisaged in the ten year plan.

91. Short run solutions among other things included retraining of school-leavers for specific skills and assisting them to occupy vacancies which were unfilled due to lack of skilled manpower. Several thousands of young school-leavers entered into gainful employment as a result of such endeavor. Efforts must be intensified along this line based upon labour market signals.

92. Within the rural areas farming assumes a dominant role in respect of employment generation. Therefore, effort must be made to shape the attitudes of the youth to work in rural setting. Non-farm activities must be encouraged for they have big potentials for employment creation.

93. The choice of appropriate technology is another major area to be given due consideration. In view of the existing labour surplus, labour intensive type of investment must be undertaken. Labour intensive public works like construction of roads, houses, schools afforestation programmes, maintenance of all types of public structures and infrastructure both in the rural and urban areas can be source of new employment.

94. The rate of growth of population is unparalled with the economic growth. With the existing small industrial base and law capital formation, it will be difficult to cope up with a very high labour force growth rate. Hence paying greater attention to the existing size of the population and monitoring its future trends would be essential. Adapting a meaningful population policy seems timely.

95. As it has been stressed by the Third Conference of Ministers Responsible for Human Resources, Planning Development and Utilization, African countries should adapt and establish comprehensive manpower planning at a national level and this will have to be sustained and intensified through the establishment of the required institutional arrangements. The collection of reliable data for the purpose of planning should also need particular attention.

96. Presently the Ministry of Labour and Social Affairs is in the process of strengthening the capacity to collect, analyse and disseminate essential data on employment and manpower. With the continued assistance of the UNDP and ILO, our ministry is engaged in training its staff both externally and locally. To establish and strengthen its data base the ministry has now acquired a micro-computer. We are quite confident that we can eventually become a source of an up-to-date manpower data essential for an effective manpower planning at a national level.

97. International organizations, NGOs and other organizations concerned with human resource development can do a lot in assisting our country to overcome the unemployment problem. Assistance can be rendered in the field of research, in designing fruitful projects

and extending financial support for all national efforts geared towards uplifting the problems facing us today. We are fully confident that this national workshop can produce fruitful results that can guide our policy actions in the field of employment creation and productivity enhancement in Ethiopia.

98. The Chairman then called upon the representative of the Ministry of Education to deliver his position paper to the Workshop.

3.3.3 Ministry of Education

99. In his presentation, Cde. Abebe Birhanu made the following points.

100. Its main responsibility being to translate policies of the Party and Government of PDRE, the Ministry of Education follows a step-by-step approach to universal access to basic education and the elimination of illiteracy through the systematic expansion of primary and adult education.

101. The content of general education is designed to contribute, in the best possible way, to the general upbringing of the young, and provide them with the basic attitudes, knowledge and general skills. The main purpose of education, at this level, is to provide the foundation for trainability.

102. Structure-wise what is operational at school, now, is a 6 year primary, 2 year junior and 4 year senior secondary with a transitional curriculum which is to be replaced in due course by an 8 year primary, 2 year middle and 2 year senior secondary in the New Curriculum. The New Curriculum is undergoing a test and experimentation for further improvement of the package before nation-wide implementation.

103. The new educational structure and curriculum will bring about a trend in which an increasing volume and the largest percentage of the total out-put from the education system will be from grade 8. A much smaller percentage will continue to grade 9 and further less also to grade 12. Actually when this structure is in effect in the school system, trainees for any sort of trade will be recruited from grade 10.

104. Apart from the pedagogical issues, the Ministry of Education considers that the time is ripe through appropriate mechanisms, for a wider discussion of issues

like the effectiveness of this proposed content of grade 1-8 primary school programme in providing a viable and satisfactory foundation for future life and work, its implications for the transition to work, the possibilities of widening the spectrum of employment opportunities particularly in the rural areas.

105. By the end of the century when the battle against illiteracy is over, the largest demand for non-formal education may then be among the adolescent population which has completed the formal school cycle. How can responsibilities be shared between development agencies and the Ministry of Education.

106. An area of mutual concern between the education sector and other sectors on whether or not the formal school experience supplies, an adequate foundation of trainability, needs thorough consideration.

107. Manpower planning will be made meaningful when it is possible to look at supply and demand in tandem rather than planning on the basis of intentions. To do so, intersectoral review is required so as to identify fields of study required by the employment sector and the capacities of the training system. The urgency of this question which cannot be answered by the Ministry of Education alone, can be illustrated by the fact that the highest levels of non-utilization are to be found among those who have followed courses of specific training e.g. Technical/Vocational/Secondary Education.

108. Characteristics of systems of education and training are determined by the outcome of all other development considerations and must be designed accordingly. If the models in all sectors are consistent, then corrections in emphasis can be made. But if the models are in basic conflict, no attempt at correction can be successful.

109. In the discussions that ensued, participants raised issues relating to deficiencies within education and training institutions that created serious skills/vacancies mismatches within the employment market; the related problem of declining quality of education; the lack of interface and the poor arrangements for co-ordination of action between the institutions and agencies of Government responsible for education employment and manpower questions; and promotion policies that encourage the increase of educated unemployment particularly in the public service.

110. It was felt that what appeared to be a dysfunctional relationship between skills available and skills required in the Ethiopian employment market, (as was attested to by the high vacancy rates for skilled occupations co-existing with significant levels of middle-level manpower unemployment) should really be seen within the general context of resource availability, the social demands for education and the overall socio-economic environment prevailing in Ethiopia.

111. Participants considered that the perceived problem of declining quality of education was brought about by many factors operating independently of the school curriculum i.e. class size, quality of teachers and even students' perceived job prospects, which, if not encouraging, might serve as a demotivating factor within the education system. The surrounding socio-economic environment therefore exerts an influence on student performance at school.

112. In addition, as the economy evolves, so also do the demands for skills within it. This, therefore, imposes a need for the various agents of government-ONCCP, Education, Civil Service Commission and Labour and Social Affairs - to establish permanent lines of communication to formulate strategies and plan together to meet emerging needs in a timely manner. Participants were unanimous in the view that such mechanism was lacking and needed to be urgently put into plane.

113. Promotion practices were also beginning to contribute to educated unemployment. It was strongly recommended that the practice of promotion by seniority within public service establishments be reviewed against the merits of open competition for vacant posts from within the entire job market. Educated unemployment, it was felt, might be reduced somewhat, in this way.

114. Finally participants lamented the low research capacity within the institutions of government responsible for planning. It was argued that without the type of research that would generate, the information necessary for planning all efforts in this regard would be in vain. A call was therefore made for more resources to be made available to the Ministries of Education and Labour and Social Affairs as well as ONCCP to enable them to strengthen their research and information gathering capacities to build a firm foundation on which to base their vital planning functions.

3.4 A Review of Policies, Measures and programmes for Employment Generation in Ethiopia: by Cde. Getachew Minas

115. The Chairman, Cde. Neway Zera Yohannes invited Cde. Getachew Minas to present a paper on "A Review of Policies, Measures and Programmes for Employment Generation in Ethiopia". A summary of the paper is presented below.

116. The employment generating capacity of the Ethiopian economy was low. Generally speaking, employment was not elastic with respect to output and investment. Besides, the modern sector was characterized by high capital-intensity largely due to the country's macro economic policies such as the fiscal policy. This reduced the labour absorptive capacity of the economy. Exogenous factors have also contributed to this situation. The terms and conditions under which foreign credits were acquired dictated the purchase of capital from the suppliers of credits, giving the country no freedom of choice of technology.

117. Looking at the employment problem from the supply side, the size and growth of the population had a direct impact on the size, growth and nature of the labour force. However, in the absence of population policy, the spatial distribution, the nature of migration and the family size seemed to be disproportional to the natural endowments and to the economic requirements of the country. This, of course, would cause severe calamities, both natural and man-made. The growth of the economy could not keep pace with the growth of the population. Thus, people were forced to migrate to towns in search of food and employment.

118. The employment problem was severe with the educated youth. Most school leavers entered the labor force ill-prepared to assume any kind of jobs. This problem was caused by weak manpower and educational planning and by lack of national training policy. The employment of unskilled and unexperienced school leaving youth was further blocked by promotion policies existing in the country. These policies dictated that all vacated posts be, first of all, filled by the incumbent personnel.

119. Apart from these policy issues, one could look into other macro economic factors that constrained employment generation. Employment was constrained by low investment, low domestic savings, unfavourable foreign loans and grants, budgetary deficits and by lack of inter-

sectoral linkages. At micro economic levels, enterprises both large and small, public and private were constrained by technical, economic and institutional factors.

120. The low and declining level of domestic savings constrained the size of investment. In fact, the widening gap between domestic savings and investment increased the role of foreign capital in the country's investment programme. Besides, the availability of external sources of loans and grants was not reliable.

121. Whatever foreign finance available was obtained through unfavourable terms and conditions such as high interest rates, short grace and repayment periods. External loans and grants obtained were far below the country's requirements. Besides, the utilization of investment was virtually ineffective due to lack of managerial capability, wastage of resources and lack of efficiency and productivity.

122. Most of the State Enterprises could not generate surplus because of low productivity and inefficiency. The low level of technology, lack of adequate extension services, shortages of skilled manpower, raw materials and power, unbalanced production capacities, management deficiency, inefficient distribution systems and lack of incentives, etc. contributed to the degeneration of enterprise productivity and profitability. This led to contraction and to restriction of employment opportunities.

123. The excess of public sector expenditure, over and above that of its revenue, has grown from time to time. This led to the widenning of budgetary deficits. Measures to curb the deficits implied reduction in expenditure which, in turn, has a direct impact on employment restriction.

124. The government machinery for employment generation can be classified into two groups. The first group might consist of the central organs such as the Council of Ministers, the ONCCP, DPSA, MLSA and CPA. The other group might be composed of sectoral ministries, commissions and authorities that are enthrusted with the responsibility of guiding and regulating public enterprises.

125. The Central organs of the government such as the Council of Ministers and the ONCCP have a direct responsibility for the creation of employment opportunities. They allocated investment funds for the

expansion of existing enterprises and for the creation of new enterprises. As mentioned earlier, investment programmes would not be implemented according to plan because of lack of project management capability. Sometimes, projects were implemented for prestige reasons without analysis into their costs and benefits. Technological contents of projects, whether they were labour or capital intensive, were rarely checked. In fact, the engineering capability to choose appropriate technologies that would generate employment was not well developed.

126. At the sectoral level, most of the public enterprises found themselves in managerial and financial difficulties. As the number of loosing enterprises increased, the opportunity for employment creation diminished. The sectoral regulatory organs of the government could not be in a position to rectify the problems faced by these enterprises.

127. Small-scale private industries, also, suffered from institutional constraints, despite their great potential for employment creation. HASIDA did not have the capability to provide technical and managerial services to these industries. The expansion of existing small-scale enterprises or the creation of new ones would require the strengthening of governmental agencies such as HASIDA.

128. Once employment opportunities were created, Employment Exchange Offices would be supplied information by the employing enterprises. Both the MLSA and CPA assumed the responsibility for employment exchange services whenever employing enterprises notify their vacancies. However, malpractices in the recruitment process have been recurring and corrective measures could not be taken in time. And this has discouraged a number of job-seekers from looking for jobs. Thus, lack of proper recruitment system caused delays in the placement of job-seekers. This aggravated the employment problem in the country.

129. Another constraint to employment creation was the weakness of the government machinery for manpower and educational planning, both at the central and sectoral levels. This would lead to the supply of graduates who would not fit into the jobs created in the economy. The lack of training policy and a proper organ for its implementation exacerbated the problem of unskilled school-leavers.

130. The investment programme, the settlement schemes and other government sponsored programmes have been used

in reducing the employment problem. The investment programme, however, was not fully implemented because of lack of investment finance. Domestic saving was too low to finance investment. External source of finance was unreliable and unfavourable. Therefore, the employment generation was constrained by low level of investment and by capital intensity in the modern sector projects.

131. The settlement scheme registered partial success in providing employment for the urban unemployed. The urban unemployed could not be totally retained in the settlement centers for social, economic and institutional reasons. Lack of proper selection, absence of land use plan, unavailability of credit and extension services, lack of work discipline and other similar factors rendered the settlement scheme ineffective.

132. The employment of Ethiopians abroad was one measure that was successful in reducing the employment problem. However, bilateral governmental agreements on employment and on-the-job training have not been properly exploited. Existing agreements should be analysed and studied for further successes in such programmes.

133. By way of recommendation, Cde. Getachew suggested that employment creation programmes for school leavers should be put in place. Ethiopians seeking work abroad on bilateral or individual agreements should be encouraged and assisted. Employment schemes for the unemployed, settlements schemes, land use programmes etc. should be reviewed with a view to ensuring that they attain maximum results.

134. Policies that improve the labour absorptive capacity of the economy, national population policies, school leavers employment policies should be implemented.

135. Efforts should be intensified to raise the level of savings and investments. Domestic savings had to be mobilized by raising workers incomes and increasing the national propensity to save.

136. Management improvement is also necessary. Management training and the provision of greater incentives to workers and managers would perhaps fulfill the need.

137. Improving the government machinery for employment generation through the establishment of an effective coordination machinery between ONCCP, MISA and CPA, would increase the institutional capacity for employment creation.

138. Bilateral aid agreements should be geared towards employment generation including entering into contracts for the employment of nationals abroad. The settlement schemes should pay greater attention to the productivity needs of governments.

139. The Chairman thanked Cde. Getachew for the comprehensive presentation of the paper and invited the next speaker to make his presentation.

3.5 Improving the Effectiveness of Employment Planning and Labour Administration Institutions in Ethiopia: A summary: by Cde Belishi Eneyew

140. The paper reviewed present institutions engaged in employment planning and labour administration, assessed the capacity and effectiveness of these institutions and presented recommendations. The institutional structures and responsibilities of the ONCCP, the Ministry of Labour and Social Affairs, the Public Service Commission, the Science and Technology Commission, the Ministry of Education and the Central Statistical Authority were investigated.

141. The review of these institutions revealed that the exercise of employment and manpower planning has not been successful to achieve devising (helping to devise) appropriate policies and strategies. Nor has it been successful to base higher level education and training on the manpower requirements of the economy so that the wastage of resources through producing unnecessary surplus manpower in some fields and shortages of manpower in other fields could be minimised.

142. This has been largely due to:-

a) the low capacity of the reviewed institutions to fulfill their respective responsibilities;

b) the lack of coordination amongst institutions centrally involved in employment planning;

c) the inadequacy of attention given to employment planning both at the central as well as organisational level;

d) the inexistence of particularly designated responsible work units to undertake the task in nearly all organizations at the lowest level.

c) the absence of trained, national sectoral and organizational employment and manpower analysts and planners;

143. To mitigate these problems and make manpower and employment planning more effective it is recommended that:-

(i) The Department of Manpower Planning and Labour of the ONCCP be strengthened with trained and experienced personnel in National Employment and Manpower Planning. It should be able to coordinate the various agencies centrally involved in employment planning and to see that sufficient attention is given to the employment plan and to integrate it with the national development plan.

(ii) The Manpower and Employment Division of the Ministry of Labour and Social Affairs be strengthened with resource and staff to collect and disseminate employment data, to undertake labour market analysis and to conduct studies on issues related to employment/unemployment including the informal sector. A system should be developed so as to ensure a regular flow of statistical information on employment from at least the public sector.

(iii) The OSC should provide regular data on the various characterstics and profiles of the labour force, employment and unemployment on a more wider scale covering the Nation. It should also provide reliable projection of population and the labour force on a regular basis.

(iv) A manpower and employment planning unit/section (as appropriate) should be established within the Public Service Commission. Its basic function would be to forecast the demand for and supply of labour for the whole civil service (using various models). The statistical section of the commission should be strengthened with staff and also have an access to a modern micro-computer.

(v) If manpower and employment planning is to be effective not only should agencies involved at the central level be strengthened, but also those at the lowest level of organization should be strengthened where they exist and new ones established where they do not exist.

144. With respect to labour administration, the laws that regulate the administration of labour in the country, the operation of employment offices, the registration of job seekers and their placement when vacancies are obtained were examined. It was found that a significant proportion of vacancies (as much as 38% between 1978-1987/88) were unfilled and employment exchanges have been ineffective in terms of placing job seekers in some vacancies. In the public service too a large number of vacant posts remained unfilled for longer periods of time. Some of the reasons for this ineffectiveness were analysed and the following recommendations were made to make the placement/recruitment practices of labour exchanges and public service commission more effective.

(i) National standard job specifications should be developed for organizations administered by labour proclamation 64/1975 so that the present practice of some employers' requests for a variety of unnecessary work experience, inflated qualifications, special skills and abilities etc... could be standardised. Once this is accomplished employment offices should be empowered to vary/alter the criteria according to the standard.

(ii) A mechanism must be created to do away with the practice of preserving vacancies and illegal recruitment of workers on temporary and contractual basis on works of a permanent nature.

(iii) A trade testing centre has to be established to grade and certify the skill levels of those job seekers who claim to have skills.

(iv) The Ministry of Labour and REWA have to make real effort to bring about a change in the present attitudes of employers' which seem to be baised against women.

(v) In addition to its present role of bringing employers and job seekers together and collecting statistics, the employment service should become involved in guidance and counselling of the unemployed.

(vi) The employment exchange offices should be strengthened to discharge their responsibilities effectively. In this respect, additional more qualified staff and training for the present personnel are essential.

145. In the discussions that ensued, it was emphasised that the mass organizations in Ethiopia should be recognized for their potentials to create employment through popular participation in production and through engagement in labour intensive production schemes. Government should exploit this potential in them as a strategy of increasing employment levels particularly in the peasant associations and the cooperatives.

146. Institutional support for employment generation was recognized as necessary in the ten year perspective plan where it was directed that an Ethiopian Ministry of Manpower and Employment should be created. It was considered that this directive should be implemented with utmost urgency since the existence of a whole Ministry with a mandate for manpower development and employment promotion would greatly enhance the nation's chances of reducing unemployment in a relatively short period of time. The experience of countries such as Nigeria and Kenya in this respect were worthy of emulation in Ethiopia.

147. At present, national capabilities for project analysis and appraisal were extremely weak. It was felt that many projects which are being implemented in ministries such as Agriculture, Construction and State Farms Development were ill-considered at the start and their effects, particularly on employment, poorly assessed.

148. Capabilities for endogeneous technology development most certainly existed in Ethiopia, as a recent survey revealed. Government should harness this capability and exploit it as a means of developing local science and technology capacity as a vehicle for venturing into those types of activities that would promote employment creation.

149. It was revealed that there is excess liquidity in the hands of private sector operators; and the money is being used in very unproductive ways by a group of entrepreneurs. It was strongly recommended that all efforts should be made to channel this huge amount of money into activities that are productive and amenable to creating the needed jobs.

3.6 Strategies for improving worker productivity in Ethiopia: by Cdes. Iyob Tesfu and Worku Bulto

150. Cdes. Iyob Tesfu and Worku bulto were invited by the Chairman to make a presentation under the above topic.

151. The presenters began by assessing the present status of labour productivity in the various economic sectors. They identified the main factors constraining labour productivity in Ethiopia as being climatic conditions especially in agriculture; the external economic environment which may impinge on the availability of raw materials for production; high population growth rates which may saturate employment markets; incentives policies; management systems and practices; technology in use in production; sectoral investment priorities and civil strife which may disrupt production and displace producers.

152. Based on a survey carried out over a three to seven year period, the presenters concluded that:-

(i) labour productivity in Ethiopian agriculture shows a declining trend over the years;

(ii) in industry, productivity is on the rise;

(iii) in the mining and small-scale manufacturing sector, it is stagnating;

(iv) in the construction sector it is erratic and has been fluctuating over the years.

153. The presenters then went on to propose measures for increasing labour productivity in Ethiopia. Firstly, production targets given to production enterprises militate against productivity increases. Establishments should be encouraged to set for themselves, in conjunction with supervisory bodies productivity and production targets. Secondly, serious management deficiencies have impacted unfavourably on worker productivity. There is need therefore for stepped up actions for management improvement and skill upgrading. Thirdly the national incentive scheme has turned out to constitute a demotivating factor among the workforce. Therefore, more national incentives schemes such as suggestion schemes, bonus schemes, etc. should be introduced by means of motivating workers towards higher levels of productivity. Fourthly, there is need for the concern for productivity increase to be reflected in the organizational structure of government. It is, therefore, strongly recommended, that a National Productivity Council be established, and productivity Improvement Committees be set up for the various sectors of the economy. Fifthly, since a good amount of the incidence of low productivity is caused by technology in use, there is need for a mechanism to be created to assess technology being imported for its effects on

productivity growth. Finally, the over-centralized system of economic management in the central government severely circumscribes the initiative and imagination which good production management requires to enhance worker productivity. There is therefore a strong need for greater autonomy to be given to the management of establishments in matters of planning, budgeting and operations.

154. In discussing the issues raised by the presenters, participants agreed that there was, indeed a problem of worker productivity in the Ethiopian economy. A more systematic approach to productivity measurements would require that capabilities be significantly strengthened in those institutions of government that hold responsibility for monitoring productivity trends. At the establishment level, timeliness of performance reports, accounts and audit reports would give more meaning to existing incentive formula which was designed to motivate workers towards higher levels of productivity.

155. At present, employees earning 650 birr and above are not entitled to any form of money incentives except through promotion. This arrangement in itself is a disincentive to middle and top management and ought to be reviewed.

156. Poor management, it was felt, emanated from certain structual rigidities which prevent dynamism and change along with changing-situations. The internal consultancy units in ministries should be strengthened to enable them work out management parameters, work norms, resource utilization etc. A greater degree of independence in public sector enterprises for planning, target-setting and recruitment would certainly help improve management efficiency. More autonomy in management with greater authority, responsibility and accountability of managers would help solve the problem of low productivity.

3.7 Strategies for Improving the Labour Absorptive Capacity of the Private and Informal Sectors in Ethiopia: by Cde. Girma Hunde

157. The Chairman invited Cde. Girma Hunde to present his paper. A summary account of his paper as prepared by himself is presented below.

158. To be included within the small enterprise manufacturing sector are handicraft and cottage industries in the informal sector and cooperatives and small-scale

industries in the formal sector. The so called informal sector activities differ from formal sector activities in their legal status, since they are (except for purposes of taxation) neither officially recognized or protected by the government. On the other hand privately owned small scale industries and cooperatives that are being promoted and licensed by RAGIDA and operated in accordance with government regulations are part of the formal sector manufacturing enterprises.

159. Informal sector manufacturing activities together with handicraft cooperatives and small-scale industries, currently employ at least 10 times more people than large scale public sector manufacturing establishments. It is estimated that at least one million people are actively engaged in the informal sector handicraft and cottage industry enterprises, while within the formal sector small-scale industry and cooperative manufacturing activities, by employing 70840 people, already exceed the number of 77689 employed in the large-scale public sector enterprises.

160. The true significance of the above mentioned employment creation share of the sector, becomes even more appreciable when one realizeds, that the development of the sector is still at very rudimentary stage and the fact that during the last 50 years, enterprises in the sector were either simply ignored or discriminated against in favour of capital intensive large - scale enterprises. However, as is already the case in most of the developing countries, government attitudes towards the sector is gradually changing in favourable directions in Ethiopia so that in future, if constraints that prevented enterprises in the sector from developing at their full potential are removed and are replaced by encouraging policies, the sector could be expected to make great contribution for the solution of the unemployment problem, while at the same time accelerating industrial growth and expansion because of the following reasons.

(i) Informal sector activities more than any other type of manufacturing activities are based on indigenous raw material and technologies as well as being unique in their tradition of recycling raw materials and piece meal adoption of foreign technologies. These special features coupled with their very low requirement of capital enable them not only to generate a large number of employment opportunities but also to be relatively independent of the hazards of international economic environment.

(ii) Small-scale industries (and cooperatives) and the informal sector activities, due to their high labour/capital ratio, are better suited for solving the unemployment problem in Ethiopia than public sector large - scale enterprises. Estimation based on actual situation in Ethiopia indicate that for given amount of investible capital, it is possible to create 10 to 100 times more jobs in small-scale industries and the informal sector for every single work place than in large scale capital-intensive factories.

(iii) In comparison with large-scale factories, small-scale industrial enterprises employ simple technologies, could be initiated with little capital and do not require highly trained manpower. They are, therefore, more preferable than large-scale establishments as vehicles of the industrialization and employment process, in countries like Ethiopia that are extremely poor in capital and technological resources.

(iv) Small-scale industries are specially suited for spreading the industrialization process to less developed or disadvantaged regions of the country, because they can be used to exploit natural resources of limited quantity that do not justify investment in large-scale operations, and also because in comparison with large factories they are technologically more flexible and adaptable to local conditions and do not need to be based on extensive infrastructural development.

161. Ever since modernization began in the middle of this century, privately owned small-scale industries and informal sector manufacturing activities in Ethiopia were faced and continued to be faced with institutional bottle-necks and discriminatory policies. Since the revolution, because of the unfortunate delay in adopting policies and programmes that give security and encouragement to enterprises in the sector, many constraints of development are still in force giving rise to the problems indicated below:

(i) The main problem associated with the establishment of new enterprises and attracting capable entrepreneurs into the sector is lack of investible capital (both financial and physical) or absence of encouraging credit and loan policies. MoSID's survey of SSIs indicates that the same problem is also the main constraint affecting the performance of already established industries, while it is well known that informal sector activities always suffer under the exploitation of private money-lenders or middlemen for lack

(ii) Shortage of raw materials in the form of the so-called intermediate or producers goods is the next most important constraint facing the sector. Shortage of domestically produced raw material is due to competition of large-scale public sector enterprises which produce consumer goods that are best left to small-scale industries and to bureaucratic malpractices on the part of raw material distributing agencies, which favour traders and middlemen at the expense of small manufacturers.

(iii) Inadequate appreciation of the importance of the informal sector activities and lack of government protection leads to harassement and insecure operational condition, while existing and potential entrepreneurs of SSIs always fear the possibility of nationalization in absence of investment guarantees. The absence of such schemes, and favourable promotional environment is manifested through absence of employment - grants, tariff protection, tax-relief and tax holiday policies, development encouraging credit policies etc... This unfavourable situation coupled with discriminatory policies in support of competing public sector enterprises, is exposing SSIs to problems that are inherent to small manufacturing enterprises such as inability to provide satisfactory collatoral for bankloans, disadvantages in economies of scale, various kinds of financial constraints and vulnerability to labour relation problems.

162. In view of the fact that the agricultural sector, which already faced problems of under-employment and recurrent drought crisis, is likely in the coming decades to release a large number of surplus labour into the urban sector, and also in view of the fact that the public sector establishments are already faced with the problem of under-employment and are in any case incapable of generating significant amount of employment opportunities, it is clear that the promotion of small manufacturing enterprises including informal sector activities should be given the utmost priority by the Ethiopian government. Recommended policy steps in this regard are:

(i) Recognizing the importance of the informal sector activities through providing official protection against harassment by petty officials and exploitation by private money-lenders and through

providing secure work premises, encouraging the formation of trade associations for such purposes as obtaining financial credits, marketing, training of members and benefiting from facilities that help technological upgrading.

(ii) In regard to improving the institutional framework for accelerating the growth of producer cooperatives and privately owned SSIs, it is necessary to substantially upgrade the status of HASIDA as a promotional agency, by making it directly responsible to the highest possible office in government hierarchy, providing it with a large amount of promotional fund to be spent in accordance with its own authority and enabling it as much possible, to provide services needed by the sector directly and without the necessity of requesting the cooperation of other government departments.

(iii) Devising incentive schemes and development programmes in such spheres as providing easy access to capital through the establishment of a small enterprise development bank that must be guided by the objective of promoting the sector and in addition devising of various kinds of schemes especially for encouraging financially poor but talented entrepreneurs and exporter-entrepreneurs. The government should also provide protection to the sector against unfair competition from foreign firms as well as from public sector establishment and provide special incentive schemes such as grants, tax relief and holidays, credit on interest rates etc. for enterprises that maximize employment opportunities and for those entrepreneurs that are willing to invest in drought affected regions.

163. In conclusion, it is to be stressed that enterprises in that sector are the best means of combating the grave danger of existing and future massive unemployment problem. So, the government is best advised to take measures to make large-scale establishment in public sector to be supportive to small enterprises.

164. Finally Cde. Girma made the following specific recommendations:

- In order to effectively promote the development of SSIs, industrial cooperatives and the informal sector activities, it is necessary to reorganize and up-grade HASIDA to an effective and independent industrial development agency.

- In view of the fact that foreign exchange problems are proving to be one of the main constraints on small-scale industry development efforts in Ethiopia, a special regulation should be made by the concerned authorities to the effect that even under situations of extreme shortage of foreign exchange, the SSI sector would be guaranteed a regular allocation to allow industries to purchase their basic inputs for production.

- Introduction of special fiscal incentives such as tax holidays for new enterprises should be seriously considered by government.

- The Government should in collaboration with international and bilateral aid organizations, extend financial and material assistance, to the informal sector in ways that would not result in having its activities formalized.

- The Government should as a priority, institute a comprehensive and multi-faceted policy measure with a set of incentives to positively encourage self-employment through the establishment of small scale manufacturing and service giving enterprises.

165. The Chairman thanked Cde. Girma Hunde for his report and invited Dr. Asrat, a researcher from ILO/HASIDA and Prof. M. Kabaj an ILO Expert with the Wage Board to make short presentations.

166. Dr. Asrat who had conducted a study of the informal sector in Addis Ababa explained to the workshop some of the conclusions which findings of his survey of 326 out of 9623 informal sector establishments in Addis Ababa had led him to make, about informal sector activities in the Ethiopian economy.

167. Informal sector entrepreneurs were engaged in a wide variety of production activities ranging from food and beverages, garages and tyre repair to knitwear, cloth-weaving and the production of edible oil and sugar confectionery. The nature of the activity determined whether the establishment was located close to the market or to sources of raw materials, or to the residence of the proprietor. Activities were in both the production and the service sectors.

168. He gave information on growth trends, legal status and working habits which generally supported earlier findings elsewhere on the characteristics of the informal sector. These include long working hours, minimum employment levels, low pay, very low educational levels, no official registration with government authorities, low age profile, etc. The contribution of the sector to GDP was thought to be substantial.

169. Prof. Kabaj then spoke of his idea of an employment promotion fund for providing a most effective means of reducing unemployment in the Ethiopian economy. Basically, the fund should be used to:

(i) create labour intensive jobs in small-scale industry, co-operatives and the service sector.

(ii) train workers in order to increase their efficiency and skill levels and make them more productive on the job.

(iii) provide other indirect public support for employment creation and productivity enhancement (i.e. transport, housing, schooling etc.).

170. The proposed fund should be managed by the Ministry of Labour and Social Affairs which should focus attention on ways of utilizing it towards increasing productivity in manufacturing establishments and for expanding small-scale industries.

171. The assets of the fund should be built up by a certain percentage of governments' capital budget (5%), and various taxes levied on private companies, income earnings etc. using a formula to be determined by government.

172. Prof. Kabaj concluded by saying that such a fund was responsible for bringing down the unemployment rate in Poland between 1970 and 1974 to their lowest levels in post-world war history. He was confident that it could be replicated in Ethiopia to produce the exact employment-generation effects.

173. The comments made on the presentations concurred with the recommendations made by the various speakers. However, doubts were raised as to whether it was enough to merely provide incentives to encourage enterpreneurs in the private sector. It was felt that in addition to any incentive packages that may be provided, there was a great need to infuse a feeling of confidence in government, on the part of would-be investors.

174. Participants recommended that a broad policy framework should be evolved which would guarantee the promotion of small-scale industries and the protection of investments. This would open the door for more indigeneous and foreign investors to come forward.

3.8 Training Programmes to Correct Skill Imbalances; by Dr. Kebede Yadetie

175. The Chairman called upon Dr. Kebede Yadetie to present his paper on "Training Programmes to Correct Skill Imbalances in Ethiopia".

176. Dr. Kebede noted that very little is known either by industry or by manpower agencies about the precise nature of the problem of skill imbalances.

177. He said that traditionally, skills in Ethiopia had been passed down from father to son as a family tradition especially on specific skills such as blacksmithery, or pottery. Until recently, he said, there was little information on informal training of this kind. However, with the expansion of comprehensive schools in the late 60s and 70s these was a dramatic increase of informal technical and vocational training although these schools could not provide all the skills needed by industry to fulfil the demand. Employers or business started to train their employees for specialised jobs in their own training centres. Further, he said, in the late 70s Ethiopia reorganized its comprehensive schools into 16 fullfledged technical schools.

178. Dr. Kebede classified the various training facilities into three major categories. Technical and Vocational high schools, Junior Colleges and Professional Colleges; and degree-granting institutions. He, then, elaborated on job training and its purposes.

Training administration itself was of five types:

1. A training department apart from the production
2. A training department established to work on production jobs and manned by specially qualified workers.
3. The use of qualified employees to work with trainees individually and assist them in the performance of the job assigned.
4. The placing of trainees on practical jobs within the range of their facilities.
5. The assigning of new or untrained workers to jobs.

179. To provide an overview of skill training and retraining needs he referred to three information sources by way of recommendation. Firstly surveys should be conducted by government and private individuals. Secondly, the information should include training from selected industries. Thirdly, the information should consist of a review of a few selected reports. He also categorized Job Training Programmes in industry and the role they play thus:

- Strengths and weaknesses of skill training.
- Linkage between vocational education and training and skill training in industry.
- Job training needs in industry.
- Needed research in industry.

Current trends in skill training.

180. He addressed the importance of linkages between industry and education by mentioning that often, industry expressed a dissatisfaction with vocational education outputs which has often led to strained relations between industry and training institutions.

181. Finally, Dr. Kebede stressed the need for vocational and technical educators to be aware of skill needs in industry in order to alter their curricula to enable students to make a better transition from school to work. In conclusion he stressed the need for research on skill training as being very essential.

182. The discussions that followed highlighted the serious problems of educated unemployment being experienced in Ethiopia. Very rarely does a vocational technical graduate move directly from study to the workplace.

183. It was noted that one of the factors accounting for the relatively high rejection rate of technical and vocational school graduates by employers, was the fact that the very general education they receive does not make their skills readily applicable on the job. However, the point was made that the curriculum in vocational and technical schools cannot but be general since no specific requirements for training have ever been made known to them by industry or ONCCP. There was a need therefore for industry and manpower planning department to endeavour to make projections of skill needs for industry so as to give the institutions a firmer basis on which to plan curriculum development. The Curriculum Development and Research Department in the Ministry of Education should be requested to assist in the conduct of the necessary surveys.

184. There is also a need to rationalize the intake policy for night school since the uncontrolled situation which now prevails imposes hardly any limits on night school enrolement and helps to flood the market with sub-standard graduates. It was felt that most of the technical and vocational school graduates seeking jobs in the Ethiopian employment markets today, are graduates of night classes. It was recommended that night classes be reserved for retraining and skill-upgrading of workers already engaged in industry.

185. It was stressed that while efforts should be made to impart relevant skills in vocational and technical schools so that the transition from school to work would be rendered easy, of equal importance was the need to reach the other group of unemployed from the general school system to provide them with employable skills for ready use by employers, or for operation as private entrepreneurs in the informal sector or in small-scale enterprises.

186. An important role in this regard should be played by HASIDA which could coordinate the necessary action to bring together these unemployed youth, the training institutions and the opportunities for engagement in SSIs or the informal sector.

187. Even within industry itself there is a lot of skill mismatches entailing the existence in positions, of people who are ill-equipped to perform the duties required of their posts. There is need for these cases to be identified and for corrective measures to be taken, perhaps through training, to redress the imbalance.

188. It was also considered important that all efforts should be made to encourage the growth of the private sector if it should be relied on to absorb the majority of the educated skilled people entering the labour market. To this end, existing legal bottlenecks that constrain such growth, should be removed.

189. The effort to encourage more people to enter private enterprise should be extended to include activities such as rural residential construction, mining and processing of commodities such as coal, salt etc.

190. Finally, it was felt that industry itself, the end user of the skills being produced by the education system, should be made to participate in the sharpening of skills by contributing in-plant training opportunities to the overall national training effort. At present, there is no legal provision binding industry to such kind of training. It was therefore strongly recommended that an internship or apprenticeship act be considered by the appropriate authorities.

3.9 Adoption of the Report and Closure of the Meeting

191. The Repporteur-General presented the draft report to the workshop for consideration. Participants examined the draft report and adopted it. They appointed an inter-Ministerial Committee composed of ONCCP, Workers Party of Ethiopia, MLSA, HASIDA, MOE, ETU and the Commission for Higher Education to put together the recommendations of the workshop and submit them on behalf of participants to the appropriate government authorities.

192. The Chairman thanked participants for their seriousness with which they had conducted their deliberations and declared the workshop closed.

DAILY WORK PROGRAMME

21 December 1988

9:00 - 10:00 a.m.	: Registration of Participants
10:00 - 11:00	: Session 1: Opening: Chairman, Cde. Getachew Minas
	: Statement by Cde. Shimelis Adugna, Member of the Central Committee of WPE and Hon. Minister of Labour and Social Affairs
	: Statement by Dr. Sadig Rasheed, Director, Public Administration, Human Resources and Social Development Division, UNECA
	: Statement by Mr. Mpyisi, Deputy-Director of the ILO Regional Office and Director ILO Area Office in Addis Ababa
11:00 - 11:15 a.m.	: Break
11:15 - 12:30	: Session 2: Chairman: Dr.Kebede Yadette
	: Strategies for Employment Generation and Productivity Enhancement in African countries: Issues for consideration: by Crispin Grey-Johnson, UNECA
	: Discussion
12:30 - 2:00 p.m.	: Lunch
2:00 - 3:00 p.m.	: Session 3: Position papers
	: ONCCP by Cde. Newaye Zera Yohannes
	: Labour and Social Affairs by Cde. Urgessa Bedada
	: Education by Cde. Abebe Birhanu
	: Discussion

3:00 - 3:30	: Break
3:30 - 5:00	: Discussions continue

22 December 1988

9:00 - 11:00 a.m.	: Session 4: Chairman: Cde. Newaye Zera Yohannes
	: A Review of Policies, Measures and Programmes for Employment Generation in Ethiopia by Cde. Getachew Minas
	: Discussion
11:00 - 11:15	: Break
	: Session 5: Chairman: Cde. Newaye Zera Yohannes
	: Improving the Effectiveness of Employment Planning and Labour Administration Institutions in Ethiopia by Cde. Seleshi Eneyew
	: Discussion
1:30 - 2:00	: Lunch Break
2:00 - 3:30	: Session 6: Chairman: Cde. Mohammed Oumer
	: Strategies for Improving Worker Productivity in Ethiopia: by Cdes. Iyob Tesfu and Worku Bulto
	: Discussion
3:30 - 3:45	: Break
3:45 - 5:00	: Session 7: Chairman: Cde. Urgessa Bedada
	: Strategies for Improving the Labour Absorptive Capacity of the Private and Informal Sector in Ethiopia: by Cde. Girma Hunde
	: Discussion
	: Findings of an informal sector survey in Addis Ababa: by Dr. Asrat
	: On the Creation of an Employment Fund: by Prof. Kabaj.

23 December 1988

9:00 - 11:00	: Session 8: Chairman: Cde. Abebe Berhanu
	: Training Programmes to correct skill imbalances: by Dr. Kebede Yadete
	: Discussion
11:00 - 11:15	: Break
11:15 - 12:30	: Drafting of the Report
12:30 - 2:00	: Lunch Break
2:00 - 3:30	: Drafting
3:30 - 3:45	: Break
3:45 - 4:45	: Session 9: Chairman: Cde. Getachew Minas
	: Adoption of the Report
4:45 - 5:15	: Closing of the Workshop

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